

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2005/08/02 : CIA-RDP82-00357R000800110028-6

ER 78-4182

MONITORING OF MANAGEMENT AND ADVANCED
TRAINING CANDIDATES

DCI ACTION ITEM:

Concern has been expressed that we are sending second-rate people to training when we should be sending our best. A proposed way of assuring only the best receive this expensive training is to require such training as a condition to Supergrade status.

DISCUSSION:

The Personnel Development Program (PDP) of the Agency identifies officers in grades GS-13 through GS-15 who evidence managerial or executive talent and officers in grades GS-15 through GS-17 who are in line for executive or executive-level assignment. These officers so identified are believed to be the "best" of the Agency personnel resources.

As a means of monitoring the implementation of plans included in the Personnel Development Program (PDP) of Agency components, the Office of Personnel over a year ago instituted a program with the Office of Training for the PDP identification of candidates for enrollment in the management and certain external training courses. Components sponsoring employees for the Mid-Career Course (except GS-12 personnel who are not included in the PDP), the Management Seminar, the Senior Seminar, the Levinson Leadership Seminar and the Program on Creative Management are required to state whether or not candidates are in the PDP. Senior Training Officers of the Career Services monitor this requirement and require a written justification if a candidate does not have PDP status.

The Agency Training Selection Board also makes inclusion in the PDP a requirement for attendance at external senior officer schools, allowing for exceptions when sufficient justification is provided.

A further step in monitoring enrollment is under consideration as part of the OTR computer record system proposal which is being reviewed by ODP. The proposed revised enrollment form would require indication if the enrollee is included in the component's PDP. This would permit OTR to easily monitor the PDP requirement for those courses identified as developmental experiences for senior managers.

We believe the current system for monitoring, which would be reinforced if the computer system goes into operation, sufficiently controls the enrollment in the management and advanced training courses to insure the training is provided to those officers meriting the development. There are officers, however, who are not PDP identified for various reasons, but whose performance is of such caliber that the Agency will benefit from the additional training for the individual. It is recommended, therefore, that properly justified exceptions for enrollment in the restricted courses be allowed.

Completion of all or even selected management training courses should not be the sine qua non for promotion to Supergrade or any other grade level. It is not always possible to schedule the identified officers for such training in the necessary time frame; this is especially true for those Agency officers who spend a considerable amount of their careers overseas. The optimum combination for the successful development of an individual is talent, experience and training. The otherwise qualified officers, however, who have not been afforded the opportunity for taking certain specified courses should not be penalized because the needs of the Service did not permit their attendance.

RECOMMENDATION

It is recommended as a means of further strengthening the present monitoring system for attendance at management courses and external training schools that a memorandum be sent to the Heads of the Career Services emphasizing the importance of preparatory training of managerial and executive candidates. The memorandum should address the selection of officers for the Personnel Development Program and the careful design of the plans for developmental experience. The responsibility of the Career Service Senior Training Officer for insuring the appropriateness of the training plans and then for the implementation of those plans should be reaffirmed.

A memorandum to this effect is attached for the DCI's signature if the recommendation is approved.